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ABSTRACT

This report contains 36 1- or 2-page profiles of successful partnerships between Ohio businesses and industries and the EnterpriseOhio Network, a consortium of Ohio's two-year colleges and businesses formed to meet the state's work force development needs. The success stories illustrate how the EnterpriseOhio Network campuses and Ohio business, industry, and public sector organizations have collaborated to develop and apply powerful skill-building solutions to address both short- and long-term development issues. Some examples of the training solutions that have been implemented through the Network include the following: (1) a cost-effective approach to ISO 9000 certification training; (2) language training and training to upgrade employee skills in response to new technologies; (3) improved productivity through employee cross-training and customized computer training program; (4) training to provide employees with tools for quality control; (5) sophisticated machinist training for high-technology environments; (6) improving quality and profitability through technical writing training; (7) human resource development training to aid production floor reorganization; (8) school-to-work partnership to address future needs of electricians; and (9) internal auditor training to support a continuous improvement strategy. (KC)

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Two-Year Campuses in Partnership – Making Learning for the Workplace Count

EnterpriseOhio NETWORK

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How Workplace Training in Ohio Improves Business Results

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Ohio's two-year campuses established the EnterpriseOhio Network in 1986. The Network is a collaborative vehicle for building the campuses individual and collective capability to help organizations turn employee training into a powerful tool for improving productivity and quality. The EnterpriseOhio Network Steering Group guides the continuing development and operation of the Network, while the Ohio Board of Regents' Advisory Committee for Workforce Development provides counsel.

The Ohio Board of Regents vigorously supports the EnterpriseOhio Network because its affiliated campuses are continually achieving high levels of performance in service to Ohio's businesses, industries and public-sector agencies. The Network campuses' creative partnerships with Ohio organizations are helping them build and maintain a world-class workforce, keep pace with rapid technological change and meet the evolving challenges of a global economy. We invite you to review the real-life examples in this booklet and learn more about how the EnterpriseOhio Network "makes workplace learning count."

Roderick G.W. Chu, Chancellor
Ohio Board of Regents

The EnterpriseOhio Network: Building Competitive Advantage

In today's global marketplace, rapidly changing job markets and new technologies require individuals to have broad-based, transferable skills. New jobs require higher levels of occupational, technological, employability and academic skills. Advanced education, specialized training and lifelong learning are becoming increasingly more important.

Today, competitive advantage no longer depends primarily on the control of capital, technology and natural resources. Rather, competitive advantage depends most critically on the skills of the workforce. And as the workplace is changing, so is the way employees are being trained for continuing success in the workplace and for advancement throughout their careers.

In response to these changes, EnterpriseOhio Network campuses assist businesses, industries and public-sector employers in addressing their growing need to educate, train and retrain their employees, and also in achieving other training-related goals.

Today's workplace realities pose two distinct and fundamental challenges for EnterpriseOhio Network campuses as we serve business, industry, and public-sector customers:

1. **Long-term workforce development challenges**
   Ohio faces the long-term challenge of ensuring a steady, dependable pipeline of highly skilled, adaptive workers for the 21st century. Today's workers will need a greater array of technical, organizational and interpersonal skills than ever before. In many cases they will need to be well-prepared to adapt to jobs that do not even exist today.

2. **Immediate business performance improvement challenges**
   Ohio faces the immediate challenge of providing resources to help business, industry and public-sector organizations retrain the existing workforce and upgrade current employees' skills. As fierce competition drives all companies to redefine work-site cultures and enhance productivity and quality, the need for performance training for employees at all levels is increasing dramatically.

As leaders in Ohio's workforce development effort, EnterpriseOhio Network campuses are helping their employer customers achieve operational performance goals *today* — and prepare to meet the competitive challenges that will confront them in the future.

EnterpriseOhio Network Campuses: Advancing Ohio's Economic Development Agenda

EnterpriseOhio Network campuses are key components of Ohio's economic development infrastructure. They provide a powerful resource by building the strategic training partnerships required in today's highly competitive global marketplace.

By helping employers develop and sustain a world-class workforce, Network campuses are ensuring Ohio's long-term economic success. Our affiliated two-year campuses provide organizations with a wide variety of prepared and customized programs to develop the skills employers and employees need to sharpen their competitive edge. These services and programs include, but are not limited to the following:

- training plan development
- job profiling
- employee skill assessments
- employee selection support assistance
- on-site and off-site training programs
- customized training to upgrade and enhance skills
- continuing education programs
- seminars
- workshops

Greater Competitiveness

Increased Productivity

Higher Profits

Quality Improvements

More Efficient Processes

Less Waste

Improved Safety Performance

Reduced Employee Turnover

Reduced Cycle Time

New Business Contracts

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EnterpriseOhio Network campuses provide innovative solutions to common, yet often complex, workforce development and performance improvement challenges. The bottom-line payoff from these efforts is increased competitiveness for the state's public- and private-sector enterprises — which leads to continuing economic security and prosperity for Ohio employers and workers.

EnterpriseOhio Network Partnerships: Making Workplace Learning Count

Our affiliated EnterpriseOhio Network campuses work together on a foundation of shared values that include the following:

- continuous learning and development
- dynamic performance-improvement partnerships with customers
- productive collaborations and partnerships among Network campuses and with government agencies
- responsive service to the campuses' business, industry and public sector communities
- accountability for impact of services

When we say that *we make learning for the workplace count* through partnerships, we mean partnerships among campuses, partnerships with other government agencies and service providers, and partnerships with the business, industry and public-sector customers of each affiliated EnterpriseOhio Network campus. Through these partnerships, we help our customers become the best they can be.

Through dynamic workforce training and related improvements in the work environment, EnterpriseOhio Network campuses are helping organizations link employee training to their performance improvement strategies — to ensure that the work environment supports application of the new skills to "make workplace learning count."

The EnterpriseOhio Network and The Ohio Board of Regents: Facilitating Collaboration Among Campuses

The EnterpriseOhio Network, with facilitative support provided by the staff of the Ohio Board of Regents, continues to perform as a highly effective response to *The Challenge is Change: Ohio's Master Plan for Higher Education.* This plan prompts higher education institutions to sustain their continuing mission to:

- *Become a vital partner in enhancing Ohio's economic development and quality of life through efforts to support workforce enhancement and provide public service needs (Executive Summary,* 1996, p. vii); *and*

- *Deliver the greatest benefit from resources by improving productivity, by developing collaborative partnerships, and by meeting standards of quality in all areas (Executive Summary,* 1996, p. vii).

With funding support from Ohio's Productivity Improvement Challenge Program and other sources, EnterpriseOhio Network campuses collaborate in a variety of developmental projects and activities designed to build their capacity to provide high-impact workplace learning services for organizations throughout Ohio.

Network activities include the following:

- Professional development opportunities for Network campus staffs, including two annual learning conferences that enable staff to expand continuously the knowledge and skills required to improve their effectiveness.

- Marketing resources and services to support the local marketing initiatives of EnterpriseOhio Network campus staffs.

- Pilot projects to expand campus services and capabilities.

- Vigorous identification, demonstration and exchange of "best practices" for serving business, industry and public-sector organizations.

- Continuing enhancement of a dynamic, service-oriented EnterpriseOhio Network web site on the Internet (www.enterpriseohio.org) to serve affiliated campuses and to inform organizations statewide about opportunities to partner with EnterpriseOhio Network campuses "to help create Ohio's economic advantage."

The real-life examples profiled in the "success stories" on the following pages illustrate how EnterpriseOhio Network campuses and Ohio business, industry, and public-sector organizations have collaborated to develop and apply powerful skill-building solutions to address both short-term and long-term workforce development needs. Individually and collectively, these testimonials demonstrate how the services of our Network campuses provide strategic, results-oriented solutions to the wide range of performance challenges facing employers.

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"The teaching atmosphere at Jefferson Community College makes the instructors flexible and open to new ideas about how to solve problems. They make sure they find answers to the questions we can't figure out."

Debbie Verlic
Director of Safety
Barium and Chemicals, Inc.
Steubenville, Ohio

Consortium a Cost-Effective Approach to ISO 9000 Certification Training

Jefferson Community College in Steubenville worked with a consortium of companies, including Barium and Chemicals, Inc. and the National Colloid Company, to develop training for ISO 9000 certification.

Challenge

Several companies in the Jefferson Community College service area faced increasing pressures to improve their quality systems in order to compete in the global marketplace. The companies wanted to find a cost-effective alternative to the many high-priced, pre-packaged ISO 9000 certification training models on the market.

Solution

Jefferson Community College chose to develop an ISO 9000 consortium that allowed several companies to share the cost of providing qualified consultants and trainers. Through this consortium approach, each company shared learning experiences and also received one-on-one consulting tailored to its specific needs. Jefferson's ISO 9000 Implementation Team developed its own training materials and used a unique delivery system. Each consortium member received 245 hours of training and customized consulting in ISO 9000 and Quality Systems from experienced, qualified auditors and trainers from the college. Each company developed an internal auditing team and cross-audited other consortium companies to draw upon their implementation experiences.

Results

The training has led to ISO 9000 certification for 60 percent of the companies in the consortium. All of the participating companies have identified concrete improvements in their quality systems. The training has helped establish consistent working methods, improve management decision making and minimize waste. Some companies have opted to pursue and achieve ISO 9000 certification, while others have set that as a goal for the near future.

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Team-Based Problem Solving Training Improves Employee Productivity

The University of Cincinnati's Raymond Walters College Center for Human Resource Development and Ohmart/Vega Corporation joined forces to develop and implement Impact Training for the employees of Ohmart/Vega, a manufacturer of process measurement instrumentation.

Challenge

New management at Ohmart/Vega emphasized the development of a team-centered workforce and preparing employees for greater challenges in their growing business. At the same time, rapid company growth opened up a wealth of advancement opportunities, leaving Ohmart/Vega with a shortage of workers who possessed the skills needed to fill those opportunities.

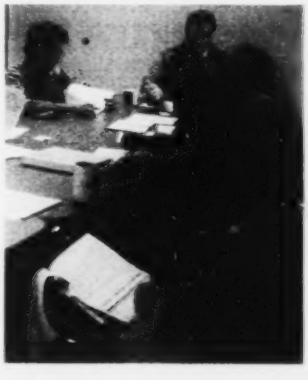
Ohmart/Vega was challenged to find a way to provide the skills needed in a cost-effective and time-sensitive manner. After trying a variety of training programs and techniques without success, Ohmart/Vega turned to the Center for Human Resource Development for help.

Solution

The Center for Human Resource Development worked with Ohmart/Vega to analyze and define their performance needs. A customized three-day Impact Training Program was developed to enable employees to apply the principles of team development, team behavior, effective team communication and team problem solving.

Results

The team-based problem solving training provided by the Center for Human Resource Development has reduced training time and travel costs for employees of Ohmart/Vega and has increased the company's on-site research and development capabilities. Improvements were also made in the reclaiming inventory process, resulting in reduced costs and an increased profit margin. The company also experienced savings in equipment costs, $20,000 savings in material costs, a reduction in lead-time and zero freight claims.



"We strongly feel that Impact Training provided by the Raymond Walters College's Center for Human Resource Development has been the most successful training program in which we have participated. Small businesses like Ohmart need this type of professional, affordable assistance to allow us to achieve our goals."

Carol C. Ritter
Vice President
Administration
Ohmart/Vega Corporation
Cincinnati, Ohio

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"Belmont Technical College was easy to work with, accommodating of our needs and receptive to our ideas. We saw a dramatic increase in the skill level of the machinists who participated in the training program."

Jim Bartlett
Human Resources Manager
American Electric Power
Lancaster, Ohio

Partnering With Local Industries to Prepare Qualified Machinists

Belmont Technical College and Belmont Harrison Career Center in St. Clairsville have partnered with American Electric Power, Mayflower Vehicle Systems and other eastern Ohio employers to provide training in tooling and machining on a technical college level.

Challenge

American Electric Power, Mayflower Vehicle Systems and other employers in eastern Ohio with increased technical needs have found it difficult to recruit mature, qualified, skilled machinists. Some of these employers have missed contract delivery deadlines because advertisements publicizing job openings for machinists went unanswered.

Solution

Belmont Technical College established a partnership with Belmont Harrison Career Center to offer college-level technical training in tooling and machining. With collaborative support from the business community and Sinclair Community College, this partnership created customized Tooling and Machining Programs to ensure a capable workforce for American Electric Power, Mayflower Vehicle Systems and other companies. To provide additional training for the public, Belmont Technical College also started a Certificate Program in Tooling and Machining. These programs help meet the crucial employment needs of eastern Ohio businesses and industries.

Results

Twenty-four machinists have been trained to master the more than 55 competencies that American Electric Power requires; as a result, employees' skill levels have increased and company operations have become more efficient. Eighteen employees of Mayflower Vehicle Systems have become involved in a related two-year apprenticeship training program. In addition, other eastern Ohio employers have hired graduates of the new certification program.

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Language Training Provides Associates With Skills for Global Success

Kent State University's Stark Campus is providing conversational Spanish training for associates of the Goodyear Tire & Rubber Company's air springs manufacturing plant and technical center in Green.

Challenge

Goodyear's plant in Green is the leading manufacturer of high quality industrial and commercial air springs with operations in Mexico. With this operational change and the company's growing number of business relationships throughout Latin America, Goodyear recognized an immediate and ever increasing organizational demand for mastery of the Spanish language for many of its employees.

Solution

Within a week after initial contact with Goodyear, Kent State University's Stark Campus set up two concurrent training programs for approximately 30 company associates. The two programs are offered twice a week and continue for 10 weeks. The instructor works to provide instruction around the associates' busy travel itineraries. The training not only develops the associates' ability to converse in everyday Spanish, but also educates them about the Spanish culture. Training sessions focus on conversational structure, pronunciation, vocabulary, ear-training and cultural information. Contextual, practical work situations are emphasized throughout the training.

Results

The training program has been very well received, building internal and external relationships for Goodyear and its associates. Goodyear's goal is to continue providing the language training to ensure that company associates remain fluent and confident in using their newly acquired language skills.

"With a week's notice, Kent State's Stark Campus was able to create and provide our associates with an effective language training program. Mastery of the Spanish language is becoming integral to Goodyear's business, and this program provides key skills."

Wayne Yingling
Plant Manager
Goodyear Tire & Rubber Company
Green, Ohio

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"Columbus State understands the importance of flexibility to industry... and they are unique in their commitment to continually serve industry better. The training they have provided has helped us to better recognize our employees' skills."

Jim Orr
Senior Technical Instructor
Lucent Technologies
Columbus, Ohio

Upgrading Employee Skills in Response to New Technologies

Columbus State Community College's Business and Industry Training Division and Electronic Engineering Division provided radio frequency technology training to technicians at the Columbus Works Plant of Lucent Technologies.

Challenge

The Columbus Works Plant is responsible for the manufacturing and testing of wireless equipment for telecommunications. Electronic technicians perform in-circuit function testing and troubleshooting involved with evolving radio frequency technology. Many of the plant's electronic technicians were hired before the company required a working knowledge of radio frequency technology. Because of the increasing importance of this technology, Lucent Technologies needed to upgrade the skills of all of its electronic technicians so they could properly test products before shipping them to customers.

Solution

Lucent Technologies invited Columbus State Community College to design and develop an introductory radio frequency technology training curriculum for its technicians. The College's Business and Industry Training Division partnered with its Electronic Engineering Department in developing the training curriculum. In consultation with Lucent's engineers and the company's Learning Center staff, the College designed a 30-hour curriculum to provide an entry-level introduction and orientation to radio frequency technology. The College also proposed that Lucent's management design an internal development plan for on-the-job training following the technicians' participation in classroom instruction.

Results

Groups of technicians completed the radio frequency training and are effectively using their new skills on the job. In relying on the locally accessible Columbus State Community College instead of an out-of-state consulting and training firm, Lucent realized substantial savings in its training budget.

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Certification Training Maximizes Corporate Investments

Crysteco, Inc. is a major producer of pure and doped silicon ingot and wafers for the power semiconductor industry. Southern State Community College's Center for Business and Industry (CBI) is providing an on-site program of college credit classes designed to raise the technical skills of the company's workforce at its Wilmington plant.

Challenge

After making a major investment in its high-level technical personnel and upgrading its equipment technology, Crysteco saw the need to make a similar investment in upgrading the skills of its production and maintenance workers. The company continuously operates four 12-hour work shifts in three different production areas, each with a different starting time. To maintain a high morale, Crysteco wanted a training program that was (1) highly relevant to participants' jobs, (2) open to any qualified employee, and (3) designed to allow participants to move through the program as a cohesive group.

Solution

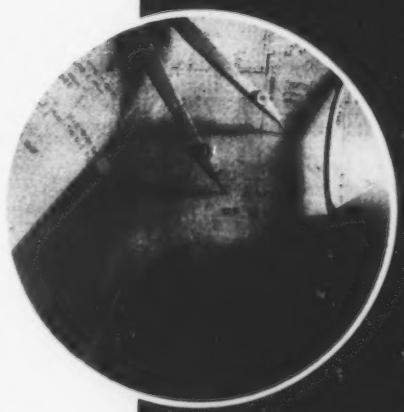
Southern State's Center for Business and Industry, in conjunction with the College's engineering department, developed a unique program in response to Crysteco's needs. Employees' math skills were assessed and, subsequently, the College's Adult Basic Literacy Program and the mathematics department provided some employees with remedial instruction. An engineering department faculty member was assigned full-time to develop and deliver the technical training course work and to design a mobile learning laboratory to be used on-site. Rotating training sessions were implemented to accommodate complex employee work schedules. Laboratory experiences are drawn directly from actual plant operations.

Results

Since the summer of 1997, training sessions have been met with exceptionally high enthusiasm. Mathematics remediation has enabled all participants to share a common skill level. The technical training courses form a core that can be applied toward the completion of an associate degree.

"Crysteco, Inc.'s decision to partner with Southern State's Center for Business and Industry to deliver our Technician Certification Training Program is critical to the company's current and future success. Thanks to the CBI for teaming with us!"

Terry Almond
Vice President, Human Resources
Crysteco, Inc.
Wilmington, Ohio



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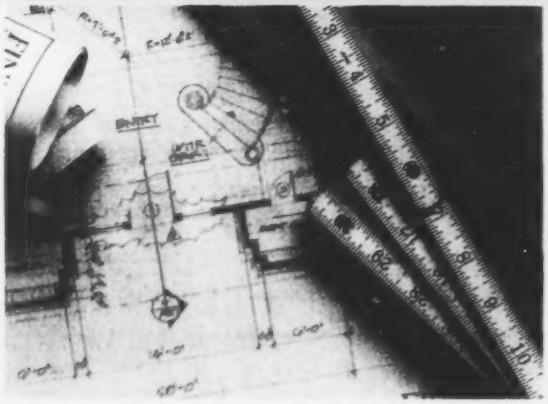
"Cuyahoga Community College's training program met our company's need to hire and retain employees with the necessary skills. We would actively participate in the program again."

Monica Toth
Sales and Marketing Manager
Universal Grinding
Cleveland, Ohio



Consortium of Companies Acquires New Employee Selection Resource

Cuyahoga Community College's Business Community and Economic Development Division partnered with Cleveland's Westside Industrial Retention and Expansion Network and the Cleveland Public Schools' Adult and Continuing Education Division to develop a new entry-level training program and employee selection process for local manufacturers.

Challenge

The Westside Industrial Retention and Expansion Network (WIRE-NET) is a community and economic development organization that represents 120 manufacturers on the west side of Cleveland. The consortium's members include plastics fabricating, precision grinding and foundry equipment production companies. Two major workforce problems for many member companies were: (1) difficulty finding qualified applicants for a variety of entry-level positions critical to company operations, and (2) frequent new hire turnover.

Solution

On behalf of its member companies, WIRE-NET asked the Business Community and Economic Development Division of Cuyahoga Community College for assistance. Working collaboratively with representatives of WIRE-NET and the Cleveland Public Schools, the college designed a Skills in Modern Manufacturing training program. This five-week customized manufacturing training program was designed to provide a pre-employment experience for potential job candidates. The program combined classroom training and paid, on-the-job training that enabled participants to become familiar with a company's work environment and to gain knowledge and skills related to job safety, blueprint reading, workplace math and a number of other basic skill areas.

Results

At the end of the five-week program, 100 percent of the trainees were offered and accepted full-time employment and benefits with their sponsoring companies in positions such as machine operators, shipping clerks and support clerks.

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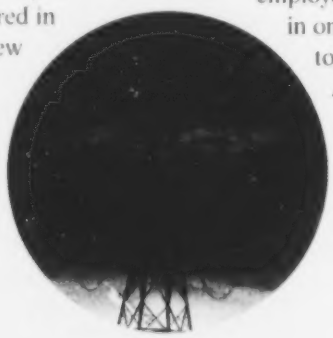
Training Program Prepares Employees for Department Restructuring

Washington State Community College provided focused training to help employees at American Electric Power's Muskingum River Plant effectively adapt to the new requirements resulting from combining departments.

Challenge

American Electric Power (AEP) combined two departments at its Muskingum River Plant, joining workers with distinctly different backgrounds. The electricians were unfamiliar with the calibration of controls, while those in the controls division lacked the general electrical knowledge required in the new joint department. AEP needed to bring the restructured employees together with a common level of knowledge and skills in all pertinent areas.



Solution

Working with department supervisors, Washington State's Department of Business and Industry Training created a program to equip employees in the new department with improved common skills. The Instrumentation Control and Electrical Technician program provided 22 training modules in a flexibly designed format to accommodate employees' schedules. Over 14 months, 13 employees participated in on-site training on topics including AC/DC circuits, electrical processes, process control, digital equipment, transformers, pneumatics, troubleshooting, industrial measurements and more. Ongoing evaluation and briefings with AEP staff kept the program sharply focused on the specific needs of the trainees.

Results

This training program enabled American Electric Power's Muskingum River Plant to bring its newly-combined department on-line quickly and efficiently. Program completers – all long-time employees – expanded their job knowledge to join the new department on an equal basis with shared knowledge and skills. The program also provided the groundwork for employees interested in earning an Associate Degree from Washington State Community College.

"Washington State provided us with an excellent program resulting in more highly skilled workers for our needs."

Phil Habel
Instrument Supervisor
American Electric Power
Muskingum River Plant
Beverly, Ohio

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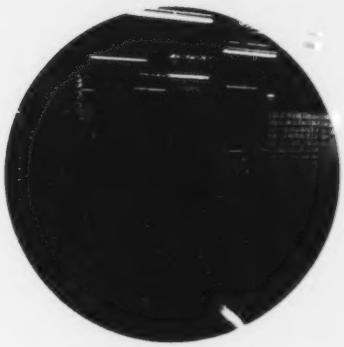

"Our employees have received structured on-the-job training, job task analysis training, and leadership training from the Alber Enterprise Center at the OSU-Marion campus — training that has led to tangible and intangible improvements."

Frank Gibson
Plant Manager
Hydraulics, Inc
Marion, Ohio

Improved Productivity Through Employee Cross-Training

The George H. Alber Enterprise Center of The Ohio State University's Marion Campus provides Hydraulics, Inc. in Marion with structured on-the-job cross-training to improve employee productivity.

Challenge

Hydraulics, Inc. serves its parent company, Continental Hose in Upper Sandusky, as a warehouse packaging distribution center. The Marion facility was cross-training 50 employees to improve productivity as quickly as possible. However, the training the company was providing was not driven by up-to-date job task analyses and was not part of a structured training plan.

Solution

The Alber Enterprise Center and the Hydraulics, Inc. staff determined that a structured on-the-job training program would be implemented as part of a carefully designed training plan based on task analysis for various jobs. The training was targeted at scheduling and shipping/receiving positions as well as cycle counters, pickers, steel line packers, power steering packers and brake hose packers. The Alber Enterprise Center began developing a structured plan by completing a careful job task analysis for each of the targeted positions. This resulted in thorough documentation including job descriptions, job content reports, certification checklists, procedure manuals and performance appraisal forms. Through the job analysis process, training plans were developed that enabled employees to perform a variety of jobs. As part of this new training program, the company documented training in order to create a competitive salary package based on skill level.

Results

With the Alber Enterprise Center's successful design and structuring of on-the-job training, Hydraulics, Inc. employees achieved the targeted productivity levels four to five times faster than would have been possible using the previous approach to on-the-job training. The company now documents on-the-job performance and offers a compensation program that rewards advanced performance.

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Multi-Agency Partnership Helps Train Potential Job Candidates

Terra Community College trains unemployed and under-employed potential job candidates for the Norton Manufacturing Company in Fostoria.

Challenge

Norton Manufacturing Company, a supplier of automotive crankshafts to Ford and Chrysler, needed more skilled workers when it added a new line of aircraft crankshafts. Due to a tight job market, the company was having difficulty hiring qualified employees. To meet this challenge, the company enlisted the help of local economic development agencies and training providers.

Solution

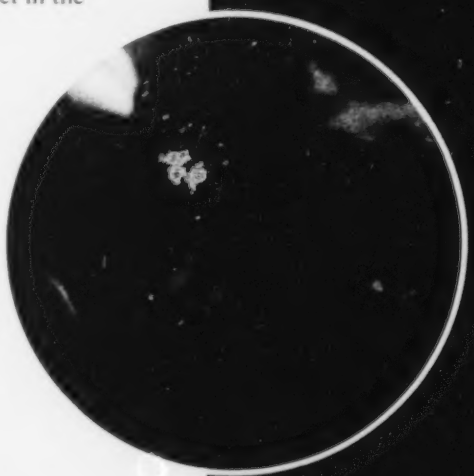
The Private Industry Council serving Erie, Ottawa, Huron, Sandusky and Seneca Counties suggested a model that had been used to identify and train potential employees in another part of its service area. Terra Community College, in cooperation with Vanguard/Sentinel Vocational School, became the lead training agency in providing 160 hours of training to the candidates. Each partner had a specific training role. Norton Manufacturing provided several training modules and safety and orientation training. Terra Community College provided the core metalworking training concentrated around the National Metalworking Skill Standards including guided, hands-on experience in the college's machine shop. Vanguard/Sentinel provided remedial mathematics and employment skills training.

Results

All the partners fulfilled their roles and goals. The Private Industry Council was able to identify candidate participants who met the screening criteria. Norton hired two of them before the training was completed to fill an immediate company need and eventually hired a total of 11 new employees. Norton employees were the first in the country to be certified under these rigorous standards, and the company's goal is for all of its employees to achieve the certification. The Private Industry Council, pleased with the results, contemplates a similar project in the future.

"We have been able to obtain a solid, well-trained group of new employees. We appreciate the help of all the partners involved and in particular Terra Community College. This project was a definite success. Let's do it again."

Aurice Hoover
Vice President of Operations
Norton Manufacturing Company
Fostoria, Ohio



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"Staff members from the Fairfield County District Library learned key skills from the computer classes provided by Ohio University-Lancaster. We look forward to continuing our successful partnership."

Don Holland
Assistant Director
Fairfield County District Library
Lancaster, Ohio

Customized Computer Training Program Saves Time and Money

Ohio University-Lancaster provided computer training to staff members of the Fairfield County District Library.

Challenge

The Fairfield County District Library was faced with the challenge of training all staff to use the new computer equipment installed through its library system. Scheduling conflicts prohibited all staff from being able to attend classes at the same time, and cost constraints prevented the library from providing individual instruction to staff members.

Solution

Ohio University-Lancaster developed a flexible, customized program to train all 11 staff members of the Fairfield County District Library in six different Microsoft computer applications, including Word/Basic, Word/Intermediate, Excel/Basic, Excel/Intermediate, PowerPoint and Access. Ohio University-Lancaster worked with library staff to accommodate individual scheduling needs and offered multiple sections of classes when necessary. The Library helped Ohio University-Lancaster fill remaining openings in the classes by informing local agencies and businesses of the training. Participants from 12 other local companies also took advantage of the classes.

Results

The classes developed by Ohio University-Lancaster trained participants in a timely, cost-effective manner. The cost of the training was, on average, 65 percent less than other training program options the library considered. The program also saved participants travel expenses and time, as other training options would have required participants to drive 45 minutes to Columbus.

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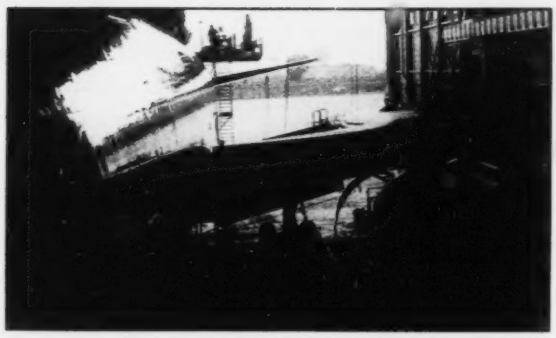

Training Provides Employees With Tools for Quality Control

Shawnee State University (SSU) partners with the General Electric Aircraft Engines-Peebles Test Operation to meet the company's quality control goals. G.E. Aircraft Engines is the leading producer of commercial aircraft engines worldwide.

Challenge

G.E. Aircraft Engines-Peebles Test Operation has implemented a technically complex statistical concept strategy, known as Six Sigma, to improve quality. Recognizing the need to train existing employees on the elements of statistical quality control, G.E. Aircraft Engines contacted Shawnee State University to help provide training for the statistical concepts that comprise the Six Sigma initiative.

Solution

Shawnee State University responded by developing customized, on-site training programs for G.E. employees. The programs focus on basic statistical ideas and apply them specifically to quality issues at the Peebles plant. The programs enable employees to make data driven decisions, utilizing statistical tools and techniques, to determine how to improve cycle times, quality levels and ultimately operating costs. SSU professors travel to the site one day each week so employees can meet at the end of the work shift for their class.

Results

Nearly 30 G.E. employees have completed the four credit hour statistics course and have earned college credit in the process. The statistical tools and techniques are reducing defects and minimizing variations in the company's processes. More than 70 G.E. projects met Six Sigma quality levels, and the company is on track to move all of their key products, services and processes to Six Sigma quality levels by the year 2000.

"Shawnee State University provides our employees with statistics courses on-site, providing them with the tools they need to implement our company's quality control concepts."

Dan Yost
Senior Staff Specialist
General Electric Aircraft Engines - Peebles Test Operation
Peebles, Ohio

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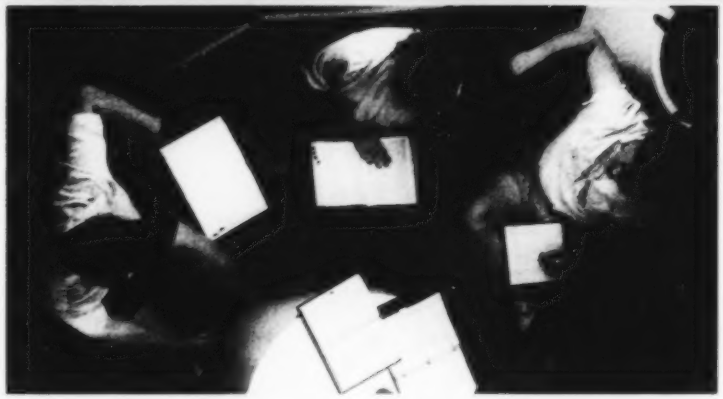
"The staff training the Ohio University Southern Campus provided for the opening of our brand-new corrections facility went far beyond the generic type of training we usually are able to provide on an agency level. As a result, we were ready to step up and get the job done the day we opened."

Norm Townsel
Superintendent
Ohio River Valley Youth Center
Franklin Furnace, Ohio



New Facility Opens With Employees Fully Trained and Certified

The Ohio University Southern Campus's Center for Development in Ironton collaborated with the Ohio Department of Youth Services to open the new Ohio River Valley Youth Center facility in Franklin Furnace with a fully trained and certified staff.

Challenge

The Ohio Department of Youth Services faced an extremely tight deadline for training all the employees required to open and staff the newly-constructed Ohio River Valley Youth Center. The challenge was to quickly and effectively recruit, select and train the initial staff of the facility.

Solution

The Ohio Department of Youth Services prescribed a specific, well-defined, pre-service training program for nine hiring groups. In response to those requirements, the Ohio University Southern Campus Center for Development designed and delivered the Ohio River Valley Youth Center's training program. Key components included first aid and cardio-pulmonary resuscitation, cultural diversity, nonviolent crisis intervention, stress management and quality improvement.

Results

Nearly 250 personnel, including custodial and professional staff, were trained. All of the employees trained achieved the required certifications in the skill areas critical to their individual jobs. Most importantly, the training was completed on schedule, and the Ohio River Valley facility opened with a capable, fully trained and certified staff.

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Cross-Training Results in Diverse Skills to Handle New Technology

North Central Technical College provides cross-training to employees of Armco-Mansfield Operations, a producer of carbon, stainless, silicon and galvanized flat-rolled steel products for a wide variety of customers, including the automobile industry.

Challenge

An intensive needs analysis helped Armco-Mansfield Operations decide to invest in the rapid development of employee work skills to achieve higher quality results and lower costs. Concurrently, Armco invested $171 million in a new thin slab continuous casting technology. Armco-Mansfield Operations realized the need for a plan to retrain its entire workforce in using the new technology, as well as to provide cross-training made necessary by reductions in the number of trade and craft job classifications.

Solution

Armco-Mansfield Operations selected North Central Technical College to lead the design, development and delivery of the training program. The College's Corporate Services Division first used ProTech, a computer-based task analysis system, to analyze each job. Using the task analysis results, training objectives based on future performance criteria were developed and each training course was designed to be job-specific. Skill profile rating sheets and on-the-job monitoring were used to assess each trainee's capabilities. Using real-work problems as a foundation, training sessions included not only reading, writing, note taking and effective listening skills, but also covered self-esteem, motivation, self-management, values, human relations and problem-solving skills. Training also addressed critical thinking, creativity, decision making, group communications, conflict resolution, trust building and winning support for new ideas.

Results

In this continuing program, North Central Technical College has provided more than 20,000 hours of instruction and training to more than 525 Armco-Mansfield Operations employees. As a result, the company has reduced costs, improved quality and restored its capacity to be a key player in the steel industry.

"The training provided by North Central Technical College has helped our employees increase their ability to attempt new trials on the company's processing techniques. It is helping create an integrated philosophy of continuous improvement, the key to a high performance workplace."

Lou Coppola
Manager, Training and Risk Management
Armco-Mansfield Operations
Mansfield, Ohio

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"Through the Health Care 2000 program, Cincinnati State has helped to provide us with a cost-effective resource for workers who are well-trained and who are willing and eager to work full-time."

Stephanie Lichtenberg
Director of Human Resources
Comprehensive Healthcare
Cincinnati, Ohio

Responding to Healthcare Labor Shortages by Training Welfare Recipients

Cincinnati State Technical and Community College has collaborated with the Hamilton County Department of Human Services and various nursing facilities and home health agencies in the Greater Cincinnati area in the development of Health Care 2000 to meet a growing need for qualified nurse aides and home health aides.

Challenge

While qualified nurse aides and home health aides are in short supply, persons receiving public assistance are potential candidates for these jobs. The challenge was to develop a training program and related strategies to tap that resource pool, satisfy employer demand for qualified workers and successfully support the transition of job candidates from public assistance to employment in the healthcare field.

Solution

Cincinnati State Technical and Community College, in collaboration with Hamilton County Department of Human Services, developed the Health Care 2000 program to provide training to public assistance recipients to prepare them to work as nurse aides and home health aides. Participating employers "sponsor" promising job candidates who are Temporary Assistance to Needy Families (TANF) recipients and agree to employ them on a trial, part-time basis. The employer also pays for their training provided by Cincinnati State Technical and Community College. Following the training, the employer enters into a contract with the Department of Human Services. In return for providing the recipient with a full-time position, the employer receives approximately $350 per month for a maximum of nine months from the Department of Human Services.

Results

More than 90 percent of the individuals entering the program are employed in the health-care field. The program is satisfying employer demands for good workers, enabling public assistance recipients to join the ranks of the employed and reducing the need for public welfare support.

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Computer Training Enables Agency to Implement System Changes for Statewide Network

Through the Training Opportunities for Program Staff (TOPS) in Human Services Program, the University of Toledo Community & Technical College (UTCTC) provides computer training for the Ohio Department of Human Services (ODHS) and the Lucas County Child Support Enforcement Agency.

Challenge

The computerized network system in place throughout Ohio requires each CSEA caseworker to have a working knowledge of the software package in the desktop computers at the work sites. In addition, other supporting staff needs to have knowledge of the software in order to provide adequate information to the caseworker. The Lucas County Child Support Enforcement Agency had an immediate need for computer training for the agency's 175 employees.

Solution

Collaborating with agency leadership and the TOPS staff, computer services professionals at UTCTC scheduled seven computer courses within a period of several months. A survey determined prior computer knowledge so that the employees would be placed in the most appropriate course. A more basic computer skills course was used for those who had no prior computer experience, while those who had some computer knowledge were placed in the beginning course to learn the word processing component of the software package.

Results

All 175 employees of the Lucas County Child Support Enforcement Agency successfully completed the training course requirements. For those not familiar with computers, the training classes replaced the "fear" of computers with enthusiasm for the new system. Those employees who were familiar with the basics were trained in new software applications, which increased their efficiency in the individual work areas.

"The University of Toledo Community & Technical College provided computer training to all agency employees from the director to the file room clerks."

Maricarol Torsok
Director
Lucas County Child Support Enforcement Agency
Toledo, Ohio

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"MATC's flexibility made them the best training choice for our company. The statistical process training they provide has helped to improve quality and reduce our ratio of warranty claims to sales."

Ed McJessy
MIS Director
Detroit Diesel
Remanufacturing East
Cambridge, Ohio

Statistical Process Control Training Improves Quality and Productivity

Muskingum Area Technical College (MATC) provides statistical process control training for Detroit Diesel Remanufacturing East in Cambridge. The company remanufactures motor truck diesel engines and engine components.

Challenge

The company, formerly called Bliss Industries, was purchased by Detroit Diesel Corporation in 1988 and was challenged by the new ownership to improve overall quality and productivity. The specific quality improvement goal was to be able to correctly evaluate a used engine for the salvage value of its components, and to remanufacture and completely reassemble the engine to a quality standard equal or superior to original factory engine specifications. The remanufacture had to be done at a profit and with a minimum of warranty claims on the remanufactured engine.

Solution

Muskingum Area Technical College was asked to develop and deliver customized statistical process control training to all employees. MATC developed a curriculum of 20 hours of statistical process control and 30 hours of statistical problem solving. Since 1988, nearly 500 employees have received training, including all new hires.

Results

The most obvious result of the training is that the plant is viable, growing and taking on new work. The plant has recently obtained a new engine crankshaft remanufacturing line, for which MATC has provided a class on geometric dimensioning and tolerancing to train employees in reading and interpreting a new type of engineering drawing. The company also experienced a significant decrease in the ratio of warranty claims to sales — from 5.30 percent in 1987, to 2.34 percent in 1992, to 1.80 percent in 1996. An additional benefit of the problem-solving training is that floor teams now conduct all new employee interviewing and hiring and are responsible for evaluating and making equipment purchasing decisions.

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Computer Training and Customer Satisfaction Workshops Improve Communication

Northwest State Community College and the Northwest Ohio One-Stop Program collaborated to provide comprehensive delivery of computer skills training and to facilitate customer satisfaction workshops.

Challenge

The highest priority of the Northwest Ohio One-Stop Program is to deliver comprehensive employment services through an effectively integrated system. To be successful, the program depends on extensive collaboration among local employment service agencies, workforce development organizations, employers, and education and training providers. With its employment services personnel located in seven predominantly rural counties, the Northwest Ohio One-Stop Program faced two challenges: (1) providing all personnel with comprehensive knowledge about the various programs and services offered by each partner, and (2) updating the staff's computer skills for applications used in the One-Stop Program's computerized system.

Solution

The Northwest Ohio One-Stop Program turned to Northwest State Community College to help provide training and systems support for service personnel. Northwest State hosted two on-campus information exchanges in which more than 150 participants from One-Stop partner agencies presented details on their training programs and employment services. Additionally, 150 personnel were trained in Windows 95 applications for word processing, spreadsheets and database management.

Results

The information exchanges and the computer applications training provided by Northwest State Community College, in collaboration with other area educational partners, were an important first step in creating an effective, comprehensive employment and training network. Building on the improved communication processes and computer training, the Northwest Ohio One-Stop Program now has the ability to make referrals electronically through the computer and allows people to register for work and explore training options via the Internet.

"Northwest State worked with us to ensure the best possible training by providing hands-on training workshops and information exchanges to more than 300 people across our seven-county region."

Adele Yung
Project Manager
Northwest Ohio One-Stop Program
Defiance, Ohio

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"Kent State University Tuscarawas Campus is an effective local resource for training. Having the trainer deliver the training at our company site was convenient for work schedules and time-saving for our employees."

Tim McGrail
Human Resources Manager
Coshocton Kraft Foods
Coshocton, Ohio

New Supervisory and Communication Skills Help Create a Team-Based Environment

Kent State University Tuscarawas Campus in New Philadelphia collaborated with Kraft Foods in Coshocton to expand employee capabilities required for a team-based working environment.

Challenge

A ten-year pattern of tremendous growth and a doubled workforce at Kraft Foods had resulted in a high number of associates for each supervisor and a critical need for team-building and teamwork skills. Increasingly, the company needed new supervisors who not only had strong technical skills, but also were well-trained as strong team-builders and leaders. In particular, they needed to develop problem-solving skills, listening skills, oral and written communication skills, planning skills and techniques to foster working teams.

Solution

A trainer from the Kent State University Tuscarawas Campus worked closely with Kraft Foods' human resources manager to develop and implement an 18-hour Supervisory Skill Building Series to teach supervisors how to cultivate and manage a team-based work environment. Subsequently, when staff identified a related need to develop problem-solving skills among line technicians, which was a new job classification, Kent State University Tuscarawas Campus developed and implemented a 36-hour training program — Problem Solving Using the 8-D Method — that helped hourly workers effectively make the transition to crew leaders.

Results

Training provided by Kent State University Tuscarawas Campus has resulted in markedly improved listening and communication skills among all levels of Kraft Foods' employees. To develop their skills even further, supervisors have requested and continue to participate in advanced supervisory training.

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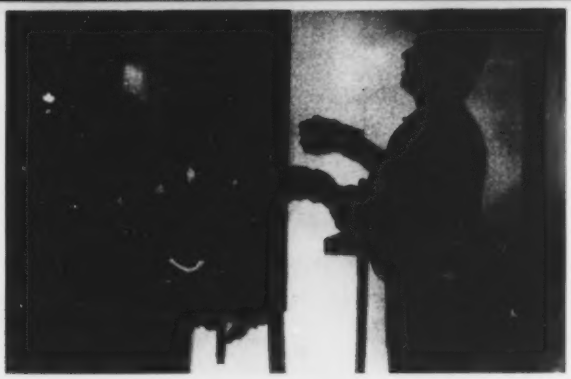

Steel Company Benefits from Continuing Business-Improvement Partnership

Miami University-Middletown partners with the AK Steel Corporation-Middletown Works to provide current and new managers and other employees with a thorough, practical understanding of all aspects of the company, its manufacturing processes and the products it produces.

Challenge

AK Steel needed direct assistance in designing and delivering customized industry education programs for new managers, customer service staff and other corporation staff and mill employees. The company also needed to establish a partnership to provide other continuing training services to develop its business and achieve its performance goals.

Solution

The company enlisted Miami University-Middletown's Business & Industry Center as a partner to address immediate training and workforce development needs. Together they prepared and implemented a new 56-hour curriculum, New Manager Training: Quality Systems, which includes basic steel making, an overview of employee relations, substance abuse education and more. Participant notebooks include department descriptions, product flow diagrams and a glossary of steel making terms now also available via AK Steel's computer network. Three training courses are conducted annually for approximately 100 shift managers. An additional training program for all AK Steel employees was piloted and provided on a voluntary basis to approximately 40 non-managerial employees.

Results

The AK Steel Corporation-Middletown Works and Miami University-Middletown's Business & Industry Center have established a steady and reliable partnership through which the company fulfills its ongoing training and business performance improvement needs. The training enables AK Steel to educate new managers about all aspects of the production process more quickly, which helps improves the company's overall efficiency. This developmental partnership is so highly interactive that AK Steel employees serve collaboratively with campus staff as presenters and instructors to address many training needs.

"We enjoy a relationship of mutual trust and shared expectations with Miami University-Middletown. It makes achieving our partnership objectives much easier. Our access to the campus facilities, the comprehensiveness of services available and our smooth working relationship all make for cost-effectiveness and strong impact."

Mike Adams
General Manager
Finishing Operations
AK Steel Corporation-
Middletown Works
Middletown, Ohio

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"The Stark State training program has really helped us in the recruiting of qualified skilled machinists. In the last year, we have hired 25 to 30 graduates of the program. We are impressed by everything the training curriculum covers in a short time frame."

Robert Nappi
Vice President, Human Resources
Colfer Manufacturing
Malvern, Ohio

Sophisticated Machinist Training for High-Technology Environments

Stark State College of Technology created the CNC (Computerized Numeric Control) Machinist and Quality Assurance Technical Training program to serve manufacturing businesses and the local Job Training Partnership Agency (JTPA). The program trains dislocated workers to become machine operators and quality assurance technicians who are able to run lathes and milling machines and to conduct inspections in a high-technology work environment.

Challenge

As manufacturers in the Stark County area grew and upgraded equipment to newer CNC lathes and mills, other companies that continued to use traditional, non CNC-based machining equipment were closing because they could not compete. The upgrade created a need for workers with the necessary skills to work in the retooled, highly competitive machine shops. Meanwhile, "dislocated" workers who had lost their jobs needed to be retrained in order to regain employment.

Solution

In response to the needs of local manufacturers, Stark State College of Technology created an intensive 18-week program of lectures and hands-on training designed to transform workers with minimal technical experience into competent CNC machine operators. Class participants are trained in mathematics, communications, blueprint reading, computer familiarization, metrology and CNC machine theory and practice. Following each 18-week session, Stark State hosts a job fair, which is attended by local employers who are eager to interview program graduates.

Results

More than 85 percent of the approximately 100 training participants have been hired into high-skilled, good-paying jobs within 60 days of graduation — evidence that local high-technology employers are finding the skilled machinists and quality assurance technicians they need. The JTPA reports that employers are very satisfied with the results of the program, which is evidenced by the 95 percent job retention rate for program graduates.

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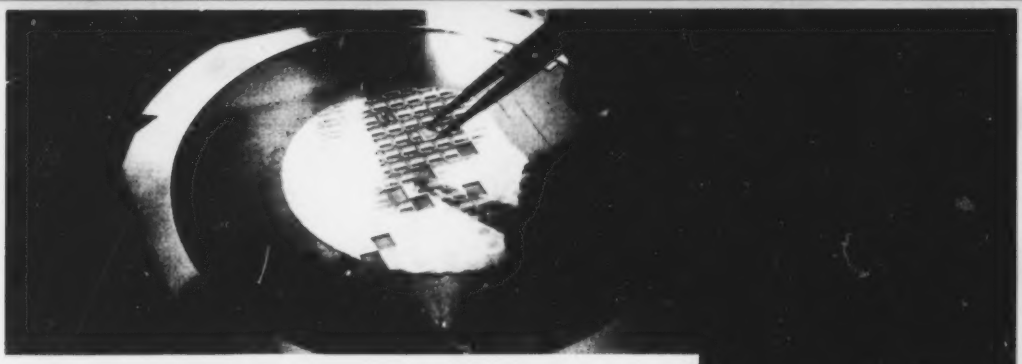

Training and Consultation Meet Operational Growth Challenges

Miami University-Hamilton provided statistical process control training to employees at Feintool Cincinnati, Inc. For more than thirty years, the company has specialized in fineblanking for automotive, audio and medical instruments enterprises.

Challenge

Feintool Cincinnati needed a customized training program in statistical process control due to substantial growth, operational efficiency problems and the need to better prepare its growing workforce for future business opportunities. As Feintool worked toward ISO 9000 certification, quality performance gaps were identified. Workers needed skill development and expertise in team building and continuous quality improvement. Feintool Cincinnati called on Miami University-Hamilton for help.

Solution

The chair and professor of engineering technology at Miami University and the director of continuing education at the Hamilton Campus collaborated with Feintool representatives to focus on a variety of training and scheduling needs. A 16-hour training curriculum on statistical process control was developed and tailored specifically for company operators, tool makers, engineers and quality personnel. Miami University-Hamilton loaned Feintool eight computers for the computer-based training components of the curriculum. The training team organized for scheduling flexibility, on-site training logistics, and frequent briefings with company representatives and trainees. Eleven training programs, including continuous quality improvement and team building, have been provided for more than 150 employees.

Results

Feintool employees have a greater understanding of statistical process control. Operators, tool makers, engineers and quality personnel communicate more collaboratively about process issues. Feintool has achieved ISO 9000 certification.

"The performance of the trainers from Miami University-Hamilton has been outstanding. Our employees' increased knowledge has resulted in higher quality awareness and better process control. I have received numerous unsolicited positive responses from our employees about the training and especially about the instructor."

Robert L. Fitharris
Quality Assurance Manager
Feintool Cincinnati, Inc.
Cincinnati, Ohio

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"Lakeland's technical writing training program was a big success. It was so well received by our employees that we extended the training to all of our business units."

Robert Baxter
Vice President
Ricerca, Inc.
Painesville, Ohio

Improving Quality and Profitability Through Technical Writing Training

Lakeland Community College's Center for Business and Industry in Kirtland provided Ricerca, Inc. with customized technical writing training that has improved the quality of the company's research reports and reduced the amount of time it takes to produce them.

Challenge

Known for its high quality research reports, Ricerca, Inc. is a contract chemical research laboratory conducting independent research on pesticides and herbicides for use by its clients during the Environmental Protection Agency's approval process. The company's business performance challenge was to produce reports that were more reader-friendly while reducing the time spent to produce each report, thereby increasing bottom-line profits.

Solution

Lakeland Community College's Center for Business and Industry and Ricerca, Inc. together recognized that an important way to improve production time was to reduce the time used for internal review and approval of reports prior to their final release. Lakeland's Center for Business and Industry proposed to: (1) customize a technical writing course in a way that would utilize the company's actual written reports in the course training, and (2) provide individualized consultation and assistance on feedback suggestions for improving the final reports. The training targeted managers as well as the technical writers they supervised. Trainers worked with managers while they reviewed actual report drafts to teach them techniques such as critiquing only matters of substance rather than style.

Results

Ricerca, Inc. reports that the customized training and assistance provided by the Lakeland Community College's Center for Business and Industry resulted in a marked increase in the readability of the reports. While results were positive for the entire company, one Ricerca business unit estimates that the average number of drafts of each report decreased from seven to three, saving the company approximately $6,000 on each report.

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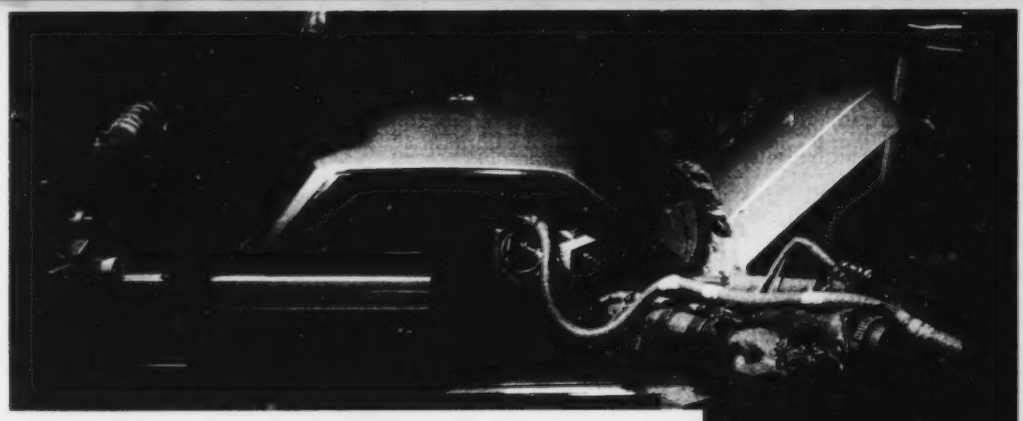

QS 9000 Certification Enables Automotive Supplier to Meet Industry Requirements

Bowling Green State University-Firelands College provides QS 9000 certification to employees of Sectional Stamping, Inc., a manufacturing plant specializing in sheet metal stamping and supplies for the automotive industry.

Challenge

Sectional Stamping faced an immediate need to comply with the QS 9000 certification requirements mandated by the automotive industry. It also projected the pressing need to follow up QS 9000 certification training by implementing a plant-wide process for total productive maintenance.

Solution

At the invitation of the plant manager, Firelands College planned and provided training in QS 9000 standards and the utilization of the 8D Team-Oriented Problem Solving module. The College also provided additional supportive training in advanced product quality planning, continuous improvement techniques for just-in-time production and total productive maintenance.

Results

Firelands College has trained more than 160 Sectional Stamping employees. As a result, the company is well-prepared for audits by the automotive industry.

New systems in use at the plant have proved very effective, resulting in a decrease in the number of rejected parts and an increase in profits. The company continues to partner with Firelands College in activities that include developing continuous quality teams, reducing costs, solving problems through group techniques and continuing improvement in maintenance and other areas.

"We were extremely satisfied with the Firelands College instructor's knowledge and caring. We were also very pleased with the flexibility of the college to conduct the training at the company site, which allowed us to include more people."

Patrick Boyer
General Manager
Sectional Stamping, Inc.
Wellington, Ohio

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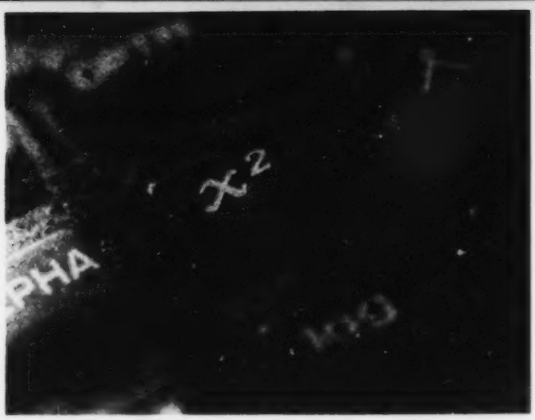

"We have developed a true partnership with Wayne College that allows us to work together to meet our training needs. The Wayne College instructors are committed to understanding and meeting our expectations."

Connie Prudhon
Manager of Human Resources
Wayne Dalton Corporation
Rolling Door Division
Dalton, Ohio

Developing Employees' Math Application Skills Improves Performance

The University of Akron's Wayne College helped Wayne-Dalton Corporation's Rolling Door Division develop a mathematics application assessment instrument to improve company performance.

Challenge

Wayne-Dalton hired a consultant to perform a survey of employee morale and perceptions of the company. Employees indicated a strong desire for increased and improved training programs. In exploratory dialogues with Wayne-Dalton, Wayne College staff helped identify an immediate need for training focused on mathematics application skills. Shortcomings in this area were resulting in high scrap levels and a frequent need for rework.

Solution

Wayne College helped the company improve employees' functional mathematics literacy. Focus group techniques and a customized mathematics assessment instrument identified the mathematics skills — such as reading tape measures, using micrometers and calipers, reading charts or computing precise measurements — needed to perform various jobs throughout the plant. The College designed and administered the assessment instrument for all 180 hourly employees. The College then tailored a functional math course to meet the needs of all employees scoring below 80 percent on the test. The course design was based on documentation provided by the company and emphasized realistic, practical problems such as interpreting work orders and reading blueprints, graphs and charts.

Results

Most re-test scores increased 20 percent or more, and 80 percent of the employees successfully completed the course. Following the success of the basic functional mathematical training, Wayne College and Wayne-Dalton have started an advanced math training program and a blueprint reading program in which more than 50 percent of the company's employees are participating on a voluntary basis. Turnover is less than eight percent, there are fewer customer complaints, sales have increased, profits are up and workers' compensation costs due to accidents are under control.

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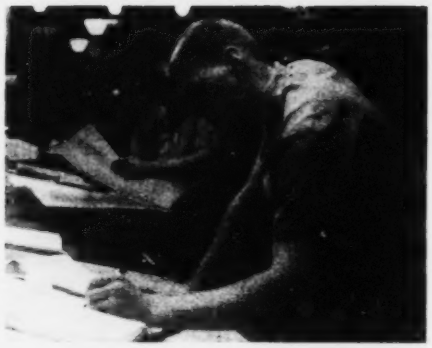


Creating a Business Community Consortium to Develop Frontline Supervisors

Clark State Community College has a long-standing developmental dialogue and partnership with companies in the Springfield/Clark County community.

Challenge

Clark State Community College's 29 business community partners shared a common practice in promoting workers to frontline supervision responsibilities. As a result of this policy, however, the companies faced three performance issues: (1) promoting their best workers left a performance void, (2) newly promoted workers, while willing and dependable, had little or no supervisory skills, and (3) the unskilled supervisors, accustomed to performing well, became frustrated and discouraged.

Solution

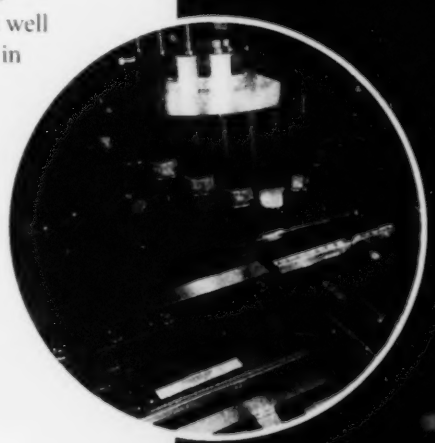
With the direct assistance of the Teikuro Corporation and Coilplus, Inc., Clark State Community College developed a Professional Supervisor Certification Series program designed primarily for working frontline supervisors but equally adaptable for all levels of management. Through the use of assessment tools, the 40-hour development process was customized for each participating company and included a variety of flexible delivery options.

Results

Evaluation feedback for this program has been 100 percent positive. Clark State has received requests for replicated training and the development of higher-level training to further advance employee growth. Consortium companies credit the program with increased skill and confidence levels, greater employee willingness to accept responsibility and accountability, as well as improvements in productivity, organization communication, attitude and flexibility in the face of change.

"Our employees, most of whom started here in their first job out of high school, have benefited greatly from the Clark State training program. In effect, it provided mentoring by teaching them basic leadership skills."

Larry Wilson
General Manager
Coilplus, Inc.
Springfield, Ohio



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"State government bent over backwards to help the plastics industry put the Technical Competency Profile project together. It is a key long-term strategy for enabling the industry to overcome a tight labor market."

Chris Chrisman
Executive Director
Polymer Plastics Association
Akron, Ohio

Tech Prep Workforce Needs Met Through Multi-Agency Partnership

As part of Ohio's Tech Prep program, the Ohio Board of Regents, the Ohio Department of Education, the Ohio Department of Development, representatives of the plastics industry, and educators from Ohio's vocational high schools and EnterpriseOhio Network campuses are working to meet long-term workforce development needs for the state's plastics industry.

Challenge

Plastics is one of Ohio's fastest growing industries. Members of the Polymer Processors Association, the Society of Plastics Engineers and plastics industry leaders sought assistance from the Department of Development to develop qualified and highly skilled plastics/polymer technicians needed by the industry.

Solution

The Department of Development joined Ohio's Tech Prep program through the Board of Regents and the Department of Education to develop a statewide plastics core curriculum for students in high school and higher education. First, more than 90 representatives of various plastics companies and their education partners worked to identify the core academic, employability and occupational skills needed by students pursuing careers in the plastics industry. Next, a comprehensive statewide plastics/polymer training curriculum for students in high school, apprenticeships and higher education was developed and implemented. The Plastics Technical Competency Profile, a comprehensive list of academic and occupational competencies identified by the plastics industry, was published and provided to all participating schools, colleges, universities and plastics employers.

Results

More than 50 high schools and colleges are currently implementing Ohio's plastics/polymer curriculum. Through this unique multi-agency partnership, educators and industry representatives have shared their expertise to improve education and training, job marketing strategies and laboratory facilities for the plastics industries throughout Ohio.

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Employee Training Provides Manufacturer With Competitive Advantage

Kent State University-Trumbull Campus in Warren provided computer training to employees of RMI Titanium. RMI Titanium manufactures titanium mill products, hot-formed and superplastically formed parts, and titanium powder.

Challenge

RMI Titanium's continued competitive advantage in a highly technical industry and an increasingly competitive marketplace depends greatly on effective computer applications that improve business performance. When RMI Titanium upgraded its computer technology in order to better serve its customers, the company realized its concurrent need to upgrade quickly the computer application skills of its employees.

Solution

Following a planning phase, RMI Titanium and the Kent State University-Trumbull Campus contracted to work as partners in providing company employees with approximately 100 computer training classes on-site four days a week over an 18-month period. Training included Fundamentals of Computers, Windows '95, Microsoft Word 7, Excel 7, Access and PowerPoint. A training laboratory was established and equipped with 14 computer stations with screens recessed into workstation tables so that the laboratory could be used for other training purposes.

Results

Approximately 230 RMI Titanium employees completed the training provided by Kent State University-Trumbull Campus and developed the necessary computer application skills. The core base of personal computer skills will enable employees to more effectively use a new client server software that is being installed to enable the company to better meet its customers' needs.

"The training relationship established with KSU-Trumbull provides RMI with tremendous leverage for accomplishing our goal of increasing the personal computing skills of our employees."

Troy G. Cook
Director, Business Information Systems
RMI Titanium Company
Niles, Ohio

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"Sinclair Community College is a progressive organization that is attentive to the needs of business. They are very user-friendly and have been willing to modify their staffing to meet our specific needs."

[redacted]

Training Enables Growth-Responsive Development of Corporate Culture

Sinclair Community College in Dayton and The Reynolds and Reynolds Company implemented training to incorporate teamwork and team problem solving concepts into the company's corporate culture.

Challenge

The Reynolds and Reynolds Company, a leading information management company, serves the general business, automotive and healthcare markets. The Reynolds and Reynolds Company recognized that its rapid expansion had created a concurrent need to develop the ability of employees to work as team members in an evolving team culture. The company also recognized that to achieve its corporate vision and growth-related goals, it would need to provide training and other supports that develop and reinforce problem-solving approaches while building core competencies. It also recognized a need to provide other continuous learning opportunities to enable employees to achieve the highest performance levels.

Solution

The Reynolds and Reynolds Company selected Sinclair Community College to develop and implement training to infuse the new company culture with the latest management and leadership concepts and practices. More than 2,000 associates have received training in team communications, team problem solving and techniques for providing feedback to team members.

Results

Reynolds and Reynolds associates have reported saving a significant amount of time as a result of the improved teamwork, problem solving and knowledge and skills developed through the training provided by Sinclair Community College. The Reynolds and Reynolds Company has made teamwork and shared problem solving a core component of its new corporate culture.

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Vital Business Need Fulfilled by Taking the College to the Company

Central Ohio Technical College offers college courses toward an associate degree to employees of the Dana Corporation's plant in Fredericktown, a manufacturing facility that makes off-highway axles and transmissions for lawnmowers.

Challenge

Because the Dana Corporation's manufacturing facility in Fredericktown is located 35 miles from the Central Ohio Technical College campus in Newark, employees found it difficult to schedule the one-hour drive to the campus one or two nights a week. Because they had to spend so much time commuting, many employees were not taking college courses and therefore could not take advantage of the Dana Corporation's tuition reimbursement program. Yet both the company and the employees recognized the mutual benefits college training would bring.

Solution

Central Ohio Technical College responded to the logistics challenge by arranging to offer college credit courses at the Dana Corporation site. College representatives register students, accept tuition payments and sell books at the company's plant in Fredericktown, while instructors and trainers travel from the College directly to the work site. Each quarter, a different college course is offered to help employees earn an associate degree in applied business and business management technology.

Results

Central Ohio Technical College makes it easy for Dana Corporation employees to access college education and training. The College's response eliminates the need for workers to commute to class after a busy day on the job while helping the company achieve its goal of continuous employee learning for its employees. The benefit to Dana is a more valuable employee. The benefit to the employees is the ability to achieve a better paying job to raise the standard of living for themselves and their families. The on-site college courses have been so successful that Dana Corporation has asked Central Ohio Technical College to train all employees in Microsoft Office and Internet applications.

"We are extremely pleased with the program and the relationship between Dana and Central Ohio Technical College. Our employees have access to education when their family situation or the rural areas where they live would not have allowed them this choice."

Mary Lynne McIlhargey
Plant Manager
Dana Corporation
Fredericktown, Ohio

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"The staff from Marion Technical College found a way around every obstacle we faced in putting together our training program. The results have far exceeded our expectations."

Tom Jadlos
Human Resources Director
Guardian Automotive Products, Inc.
Upper Sandusky, Ohio

World-Class Training Investment Matches New Plant Investment

Marion Technical College provides world-class training for Upper Sandusky's Guardian Automotive Products, Inc., a glass laminating facility that serves the automotive industry.

Challenge

As part of a transition plan, Guardian Automotive made a strategic decision to reinvest in and revitalize its 22-year-old facility for glass lamination, instead of building a new plant. The final part of this plan was a reinvestment in local human resources to train workers in the new technologies and processes, with a focused effort on the critical area of computer training. At issue was how to achieve this in a cost-effective manner.

Solution

Marion Technical College began a partnership with Guardian Automotive to provide on-site credit courses leading toward an associate degree in world-class service and production. All services currently available to students on the Marion Technical College campus are also available on-site to Guardian Automotive associates. The degree program and partnership are based on a similar program developed for Whirlpool Corporation that has won many state and national awards.

Results

Guardian Automotive's current workforce is actively involved in training activities provided by Marion Technical College. Scrap costs have been reduced, and overall productivity is up. The company's human resources department reports that the positive associate relations and the improved working environment that have resulted from the training are worth the price of the investment the company has made to date.

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Human Resource Development Training Aids Production Floor Reorganization

Lorain County Community College provided Dreco, a full-service custom molder and manufacturer of injection thermoplastics and vacuum cleaner parts, with customized human resource development training during a major reorganization.

Challenge

Dreco needed to solve an operational problem by reorganizing the company's production floor. Dreco also sought to change company culture and move new employees into more responsible roles. As part of the reorganization, a new "shift coach" role was created to help improve decision making and problem solving. These changes required a training program for employees filling the new position to ensure the company's continued success.

Solution

Lorain County Community College's Business and Industry Center was enlisted to use the Work Profiling System to identify key competencies and specific training needs. Based on further gap analysis, specific skill building training was selected and implemented with an emphasis on the newly expanded role of shift coaches. Training also focused on the need for maintaining positive work relationships, feedback and communication techniques, dealing with emotional behavior, and motivating employees by recognizing positive results. Drawing from three of Zenger-Miller's training programs, Lorain County Community College staff created a composite training program and worked with a new group of shift coaches to identify the skills needed for future successes. Trainers provided Dreco with weekly updates to keep the program on track and made mid-course adjustments in response to participant needs.

Results

Dreco's pressing business need was resolved. Even with production floor reorganization, employees are working effectively, embracing their expanded roles and collaborating to achieve production goals.

"In addition to delivering the program, the Lorain County Community College staff provided valuable observations, insights and advice. As a former training manager, I can attest that this was a first-class service. It was sound in conception, used quality tools and was executed in a professional manner."

Dan Marksz
Manager-Human Resources
Dreco
North Ridgeville, Ohio

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"More and more employers are getting involved in our pre-apprenticeship program because they see that it can save money in the long run by improving the hiring process. We couldn't have done it without the help Owens Community College has provided."

Dave Wellington
Training Coordinator
International Brotherhood of Electrical Workers Local 8
Rossford, Ohio

School-to-Work Partnership Addresses Future Needs of Electricians

Owens Community College has collaborated with several Toledo-area labor unions and general contractors to create a School-to-Work partnership focused on improving the area's declining supply of qualified entry-level electrical workers.

Challenge

The Toledo Chapter of the National Electrical Contractors Association was faced with declining numbers of applicants to enter its registered apprenticeship program. Concurrently, the International Brotherhood of Electrical Workers Local 8 needed more applicants for its apprenticeship program in order to meet the needs of general contractors in the Toledo area. The initial challenge was to increase the number of individuals who identified electrical work as their first career choice.

Solution

With the support of Owens Community College, the partnering organizations formed the Toledo Electrical Joint Apprenticeship and Training Committee to develop pre-apprenticeship experiences to identify students who wanted to become electricians. The School-to-Work program provides students at six area high schools and one vocational school with opportunities to work in the construction industry during their senior year. Students work one week on the job and attend school during alternating weeks in order to obtain guided observations and a realistic orientation to the electrical industry and an electrician's work. Graduating seniors with strong work records and the desire to become electricians are accepted into the residential training program. Owens Community College serves as a liaison between the unions and the public schools to facilitate program implementation and to provide training for the contractors on how to work with the students and provide the most supportive environment.

Results

There has been an increase in the number of interested, capable electrical apprenticeship candidates who identify electrical work as their first career choice. In addition, prospective employers have opportunities to assess students' skills and their growth potential in the electrical industry. Because the initial program has been so successful, sheet metal workers and carpenters are developing similar models.

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Training Program Advances Company's Continuous Learning Strategy

Kent State University-Geauga Campus provides QS 9000 certification training to the Chardon Rubber Company, a Tier 1 supplier to the automotive industry and an established leader in the fields of custom mixing and molded and extruded plastic and rubber products.

Challenge

The Chardon Rubber Company faced several hurdles as it began the process of QS 9000 certification. These included the QS 9000 certification process itself, the assessment of its workforce and the need to bring that workforce into compliance with the QS 9000 training requirements. The company's overarching challenge was to foster changes that would best serve the needs of its customers in the future.

Solution

Company representatives worked with Kent State University-Geauga Campus to analyze the company's needs. The campus staff then implemented an assessment and training plan that utilized the Test of Adult Basic Education (TABE) followed by customized training that cultivated a highly positive working relationship among employees who needed to appreciate the value of the assessment instrument. Through this ongoing partnership, training courses continue to be provided in a variety of areas, including failure mode effects analysis, production part approval process, advanced quality planning and quality function deployment.

Results

Chardon Rubber employees have developed an effective understanding of the business, are more secure about their work and are ready for quality audits. Chardon Rubber and Kent State University-Geauga Campus have established an ongoing partnership in pursuit of continuous employee learning.

"I extend my thanks and appreciation to Kent State's Geauga Campus for their work with our company to support our QS 9000 implementation efforts. The training and courses we have worked on together have been extremely helpful. The flexibility of the campus staff has made it an enjoyable process."

Richard R. Zoller
Director, Systems Improvement
Chardon Rubber Company
Chardon, Ohio

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"Our relationship with Ohio State-ATI has been a partnership in the truest sense of the word. They have played an important role in helping us become 'a learning organization' capable of keeping up with the rapid pace of change in today's world."

Michael Searcy
Vice President, Human Resources
Seaman Corporation
Wooster, Ohio

Fostering Continuous Employee Learning in a High-Performance Environment

The Ohio State University Agricultural Technical Institute and Seaman Corporation are collaborating to help transform the company into a high-performance learning organization.

Challenge

Because Seaman Corporation holds continual employee learning as an ideal, the organization seeks ways to invest strategically in the personal development of its associates. Having put a variety of continuous learning opportunities in place, the company wanted to build these and other projects into a solid programmatic foundation based on company values and principles.

Solution

Seaman Corporation invited The Ohio State University's Agricultural Technical Institute to examine company progress and refine plans for developing a high-performance workforce through continuous learning. They teamed up to design and institute Partners in Progress, the company's ongoing, comprehensive learning and training program. The program provides associates with learning opportunities ranging from development of foundation skills to leadership training and professional development.

Results

With 75 percent of the company's associates participating in the program, individual commitment to Partners in Progress continues to exceed expectations at Seaman. Associates at all levels view themselves as stakeholders in the program's results, and company surveys show improved morale and individual performance. As a result, Seaman is making significant progress toward its goal of becoming a learning organization. Measurable improvements also are apparent. Company sales increased 10.3 percent in one year, production quality improved 5 percent, and production efficiency improved approximately 10 percent overall.

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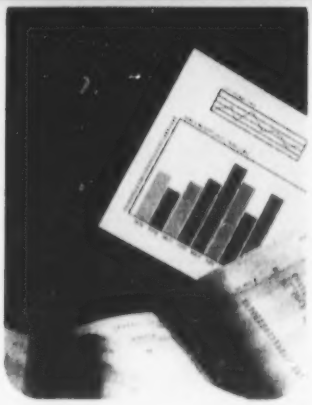

Internal Auditor Training Supports Continuous Improvement Strategy

Lima Technical College and BP Chemical, Inc. in Lima partnered to design and deliver internal auditor training in support of the company's continuous improvement strategy.

Challenge

Like companies around the world, BP Chemical, Inc. has recognized the strategic importance of maintaining ISO 9000 certification. Among the certification criteria are procedures for planning and implementing internal quality audits to verify that quality activities and related results comply with planned arrangements and to determine the effectiveness of the quality system. These periodic self-assessments lead to system modifications and support continuous improvement of operations. BP Chemical called upon Lima Technical College to develop the capability of internal personnel to conduct these internal audits.

Solution

Lima Technical College and BP Chemical partnered in the collaborative design and delivery of internal auditor training for the petro-chemical industry. The training program included the basics of internal auditing as required in the ISO 9000 quality system model; application of a computer Network based on scheduling, reporting and communication software; and a variety of health and safety awareness issues the trainees must deal with in their roles as internal auditors. The training was delivered on the Lima Technical College campus as well as on-site at BP Chemical facilities. The Lima Tech instructors used the BP Chemical computer network for the "hands-on" applications of the computer software. In this distinctive project, the curriculum was tailored to fit the exact nature of the petro-chemical environment.

Results

The training enabled BP Chemical, Inc. to develop internal staff capability to conduct its own internal ISO 9000 audits and successfully pursue and maintain ISO 9000 certification.

"After using others to conduct our internal audit training classes, we chose Lima Technical College's program because it could be customized to our needs and it was cost-effective. We were so pleased with LTC's performance that we sent them to our Texas facility to conduct additional training."

Vincent Buchtman
Quality Systems Manager
BP Chemical, Inc.
Lima, Ohio

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The people of the EnterpriseOhio Network are eager to provide Ohio businesses and organizations with information about how Network-affiliated two-year campuses throughout the state can help improve business results *now*. A guide book also is available to help leaders of Ohio companies and organizations "quick start" new workplace learning programs or realign their existing programs to match business goals and organizational missions.

For more information about the EnterpriseOhio Network, or to identify your neighboring campus provider, visit our Internet web site:

www.enterpriseohio.org

To learn more about how Ohio's public two-year campuses and the Ohio Board of Regents work together, contact:

Michael C. Taggart, Director
Workforce Development
Ohio Board of Regents
30 East Broad Street, 36th Floor
Columbus, Ohio 43266-0417
Phone (614) 752-9487 / Fax: (614) 466-5866
Email: mtaggart@regents.state.oh.us

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